



COOPERATIVE FACILITY FOR AFRICA
Coop^{AFRICA}

Guidelines
for Coop^{AFRICA} Challenge Fund

2009

In partnership with:



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1. Introduction

The International Labour Organization (ILO) has been active in cooperative development since 1920, providing member States with assistance in cooperative policy, legislation, training, business development and networking. The ILO is the only UN-organization with a dedicated cooperative development Branch, and the only organization that has developed an international treaty in this field (i.e. ILO Recommendation 193).

The history of African cooperatives has been tumultuous, due to the way cooperatives were introduced on the continent through colonization and later through independent yet mostly non-democratic governments. Nevertheless, sufficient evidence does exist that cooperatives in Africa have the potential to make a contribution to a number of problems, in particular, the lack of decent work in the urban informal economy, lack of access to global, regional and national markets for small producers (particularly farmers), and the lack of social protection for vulnerable groups. An ILO research undertaken in Africa in 2005 has revealed that cooperatives in Africa are about to enter a phase of “renaissance” but need a favourable legal and institutional environment, greater visibility, a stronger voice, further diversification, improved governance, better management, and solid horizontal networks and vertical structures. Based on these findings, under DFID funding, the ILO has launched a new programme in Africa entitled *Cooperative Facility for Africa* or in short *Coop^{AFRICA}*. It pursues the overarching goal of mobilizing the cooperative self-help mechanism to tackle a variety of development constraints such as unemployment, lack of social protection, lack of empowerment, and, of course, poverty.

This is being done by assisting cooperatives to establish legal and policy environment conducive for their development; providing support services through identified centres of competence that will be strengthened by the programme; establishing and maintaining a challenge fund-type of mechanism that will provide support services – including expertise and advisory services, and development of training materials. Cooperative organizations in the region covered by the programme are then able to request assistance from the centres identified by *Coop^{AFRICA}*.

The programme disposes of three challenge funds namely for: ‘Services’, ‘Innovation’, and ‘Training’.

For more information about *Coop^{AFRICA}* and other ways that it can support cooperative organisations please refer to the website (www.ilo.org/coopafrika).

2. What is a Challenge Fund?

A challenge fund is an open financing mechanism that allocates grant funding through a competitive process and transparent system. Challenge funds are set up to meet specific objectives – such as extending financial services to poor people. Bids are assessed against transparent criteria, and successful bidders must match the grant amount¹. A Selection Committee then awards grants to those projects that best meet the aims of the Fund. The Selection Committee is assisted by a panel of experts on specific fields of expertise. A key feature of the challenge fund mechanism is the sense of competition that it creates among the organizations involved (non governmental organizations, cooperative stakeholders, etc) and the way their ideas seed the debate on key issues.

¹ ‘Our Common Interest’: Report of the Commission for Africa, 2005.

3. Who can apply?

...for assistance

All cooperative-type organizations having identified specific needs related to cooperatives activities and/or areas for assistance to be trained or advised can apply:

- *primary cooperatives* including pre-cooperatives, community-based organizations etc.²;
- *cooperative unions* that carry out higher-level economic, training, representative, capacity building or other functions on behalf of primary cooperatives;
- *cooperative federations* that provide cooperatives and their members with voice and representation, as well as with non-economic services.

Other stakeholders close to the cooperative movement can apply to Coop^{AFRICA} Challenge Funds (i.e. public or parastatal authorities, international and national development agencies, etc.) Nevertheless, if the applicant does not belong to the cooperative movement the applicant must demonstrate **a clear partnership** between the applicant and cooperative stakeholders (e.g. cooperative union or primary cooperative) in the implementation process and in the design of the proposal.

To be eligible the organizations must demonstrate compliance with the principles concerning international labour standards of the ILO by signing the certification of labour compliance.

...to provide assistance

All organisations or institutions with the capability to provide technical support on cooperative-related activities such as training, guidance, advocacy, etc. can apply to Coop^{AFRICA} Challenge Funds as *Service Providers*. After an appraisal of applications based on some clearly defined criteria, decision will be made to categorize successful applicants as 'Centres of competence'. These centres are institutions which have developed a well-known and proven expertise in specific cooperative-related areas. Through Coop^{AFRICA} Challenge Funds, those institutions will make their expertise available to cooperative organizations that need expertise in a given area in funded projects.

Centres of competence

To be eligible as centres of competence for Coop^{AFRICA}, the organization must demonstrate among others:

- Significant years experience in a given technical field relating to cooperative promotion/development;
- High level of qualification of the staff;
- Track record in providing advisory services,
- The capability to manage and account properly for total project funds;
- Financial sustainability;
- Proven experience at national and/or international level;
- Compliance with the principles concerning international labour standards of the ILO by signing the certification of labour compliance.

² Provided they carry out economic and/or social functions and comply with the provisions of ILO Recommendation 193 (cf. <http://www.ilo.org/ilolex/cgi-lex/convde.pl?R193>)

4. What can Coop^{Africa} fund?

Challenge Fund for Services	Challenge Fund for Innovation	Challenge Fund for Training
<p>Coop^{AFRICA} supports the <i>modernisation of existing support services</i> which were previously offered by governments in the past, and where possible to get them transferred to the cooperative movement itself, with a perspective that they should become self-sufficient businesses themselves. The fund is also intended to support new services that may be set up to be of benefit to the cooperative movement. Support services include:</p> <ul style="list-style-type: none"> ▪ Guidance on market information including market access; ▪ Audit or financial services, business planning; ▪ Human resource management and development; ▪ Policy and institutional environment. <p>Identified Centres of Competence are key partners in this fund and their involvement in the implementation of activities is strongly encouraged.</p> <p>The following gives some examples of services that can be facilitated through this Challenge Fund:</p> <ul style="list-style-type: none"> ▪ Technical assistance by an established credit union for the setting up of savings and credit cooperatives in a country or region where such coops do not yet exist; ▪ Secondment of an expert to advise a cooperative on meeting export standards; ▪ Advisory mission to assist in the design of a cooperative policy. <p>These are just examples and applications relating to a wide range of service activities are welcome.</p>	<p>Due to their flexibility, cooperatives have the capacity to adjust themselves to changes in the business and policy environment (global and national) and to meet new members needs. New innovative types of cooperatives and cooperative activities are being formed but are not always known or recognized as useful.</p> <p>The objective of this Challenge Fund is thus to <i>promote new forms of cooperatives and cooperative activities</i> that have proven successful in some regions but are not yet (well) established on other African countries, including but not limited to :</p> <ul style="list-style-type: none"> ▪ Shared service cooperatives; ▪ Cooperatives formed by informal economy workers; ▪ Social service cooperatives; ▪ Funeral and burial cooperatives; ▪ Labour contracting cooperatives; ▪ Housing cooperatives; ▪ Social and community service cooperatives. <p>Please note that it is the activity or form of delivery that must be innovative. Applicants may choose to set up a new organisation but they are not required to.</p>	<p>The issue of provision for education and training services in Africa is very critical. In many African countries, Cooperative Apex Organisations, Cooperative Colleges or Development Centres have stagnated and are unable to meet the needs of more market based cooperatives or new forms of enterprise. The insufficiency and the inappropriateness of the support for education and training on the Continent are obvious.</p> <p>The objective of this Challenge Fund is to <i>improve the cooperative management</i> in the region covered by the programme. To this end, through the CFT, Coop^{AFRICA} aims to provide capacity-building services to cooperative members, leaders and managers, cooperative promoters, government officials, and to all other stakeholders. Such training services can include among others:</p> <ul style="list-style-type: none"> ▪ provision of updated cooperative curricula; ▪ provision of appropriate management and accounting systems and tools; ▪ staff training and training methods; ▪ adaptation of training material; ▪ provision of adequate cooperative support services.

5. What are Coop^{AFRICA} objectives?

The programme objectives are threefold:

1. To improve governance, performance and efficiency of primary cooperatives in order to strengthen their capacity to create jobs, generate income, reduce poverty, provide protection and give people a voice in civil society;
2. To improve the capacity of cooperative support institutions (regional and sectoral unions, colleges, development centres, relevant NGOs, government departments) to provide local cooperatives with organizational support and appropriate business development and monitoring services;
3. To assist national cooperative apex organizations in acquiring the technical capacity and political clout to effectively incorporate the cooperative approach as a key element into national, regional and continental programmes and strategies.

6. Which countries are eligible?

The following nine countries are covered by the Challenge Fund: Botswana, Ethiopia, Kenya, Lesotho, Rwanda, Swaziland, Tanzania, Uganda and Zambia.

7. What are the selection criteria?

Project proposals must fulfil the following criteria:

- Contribute to the Coop^{Africa} objectives. The **Coop^{Africa} Indicators matrix** must be annexed to the project proposal to assess such a contribution
- Contribute to the overall goal of preventing and fighting poverty and social exclusion. The project should have a clear contribution to **the Millennium Development Goals (MDG³)**
- Contribute to the **ILO Decent Work Country programmes⁴** (DWCP); please see page 8 for the list of objectives per country;
- Be in compliance with principles concerning international labour standards of the ILO
- Cover a **eligible country**, within the **budget range** and an appropriate **timeframe**
- Follow the **application procedures** of submission (see www.ilo.org/coopafrika)
- Demonstrate a **clear partnership** with the cooperative movement if the applicant is not a cooperative-type organisation
- Identify an institution with the capacity and expertise to implement the project
- Demonstrate a **sustainable impact**
- Be **replicable** as far as possible

³ The 8 MDGs are (1) Eradicate extreme poverty and hunger (2) Achieve universal primary education (3) Promote gender equality and empower women (4) Reduce child mortality (5) Improve maternal health (6) Combat HIV/AIDS, malaria and other diseases (7) Ensure environmental sustainability (8) Develop a global partnership for development.

⁴ For more information on DWCP, please visit the website:
<http://www.ilo.org/public/english/bureau/program/dwcp/>

- Produce accessible and **concrete products** (e.g. Training manuals, assets, market access, etc.)
- Provide evidence on **measurable results** in terms of :
 - Number of primary societies supported by the project (gender disaggregated data);
 - Number of cooperative members benefiting from the project (gender disaggregated data);
 - Number of cooperative managers, staff and leaders benefiting from the project (gender disaggregated data);
 - Number of (self-)employment opportunities consolidated and made more productive;
 - Number of new jobs created by the project;
 - Turnover increase of primary cooperatives supported by the project;
 - Income level of cooperative members supported by the project;
 - Proportion of women and youth in cooperatives supported by the project;
 - Incidence of the project intervention on child labour;
 - Awareness among cooperatives members about HIV and AIDS.
- Provide a comprehensive **monitoring and evaluation system**. Monitoring and evaluation will also provide the possibility to record lessons learned which can be shared and used by stakeholders
- Demonstrate **financial and institutional sustainability** of the project to set out the expected long term impact after Coop^{AFRICA} withdraws

It is mandatory that proposals clearly indicate their contribution to the above-mentioned criteria and provide a completed Coop^{AFRICA} indicator matrix.

More specifically, regarding interventions for the Challenge Fund for Innovation, all projects must:

- Promote new forms of cooperatives (e.g. shared service cooperatives, social services cooperatives, labour contracting cooperatives, funeral and burial cooperatives, etc.). Projects applying to the Challenge Fund for Innovation may be seeking to establish a new organisation or to undertake a new activity within an existing organisation.
- Be 'innovative' with regard to the region concerned and promote new forms of cooperatives as illustrated above. It does not necessarily require that an innovation is totally new; (it may have been tried in another country), or that a new organisation has to be set up. It should be innovative in the sense that the activity, strategy, practice or the implementation process are not in common use where the project will take place.

Table 1. DWCP for countries covered by Coop^{AFRICA}

	Decent Work Country Programme Objectives			
	Objective I	Objective II	Objective III	Objective IV
Botswana	No DWCP currently defined			
Ethiopia	Poverty reduction through employment promotion, focusing on youth and women	Enhancing Social Protection and HIV/AIDS workplace policies	Strengthening Tripartism and Social dialogue mechanisms at all levels	Promote Rights at Work and fight against child labour especially the worst forms of child labour
Kenya	Increase youth empowerment, youth employment and eliminate child labour, particularly in its worst form	Fight against HIV/AIDS at the work place and expansion of social protection	Expand & strengthen the principle of inclusion for enhanced influence of tripartite partners in the national & international framework	
Lesotho	Increase employment creation for poverty alleviation	Improve social security coverage and effectiveness		
Rwanda	No DWCP currently defined			
Swaziland	No DWCP currently defined			
Tanzania (Mainland & Zanzibar)	Reduce poverty through creation of decent work opportunities	Reduce incidence of child labour and its worst forms	Mitigate socio-economic impact of HIV/AIDS at the workplace	
Uganda	Reduce poverty through increased opportunities for youth employment and productivity	Improve industrial relations through the promotion of Rights at Work	Reduce incidence of child labour and its worst forms	Mitigate socio-economic impact of HIV/AIDS at the workplace
Zambia	Support more and better employment for youth, women and people with disabilities, by enhanced labour market information systems	Respond to HIV and AIDS challenges in the world of work in Zambia	Eliminate child labour, particularly in its worst forms	

8. How much funding can Coop^{Africa} Challenge Funds provide?

Challenge Fund	Range	Applicant Contribution	
		In cash	In kind
Services & Innovation	Up to USD 50,000 ⁵	10%	20%
Training	Up to USD 20,000	none	20%

9. What is the timetable?

All projects must start not later than 15 days after receiving the grant. The project timeframe should range from a few days (for a consultancy) to several months. The maximum project duration is only one year. No funding will be provided after the termination of the programme and therefore all projects need to be finalized by November 2010, including evaluation and final progress reports.

10. What is the application procedure?

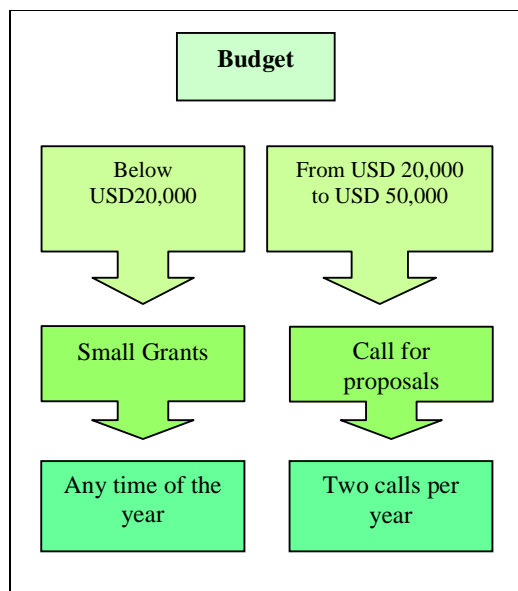
Applicants can submit a full-fledged proposal or a concept note⁶ for the Services, Training and Innovation Challenge Funds to the Coop^{AFRICA} Focal Point (preferably in soft copies). The concept note is a brief summary of the project and if it is successful applicants will be asked to provide a full-fledged project proposal for the next round. Concept notes and proposals must be written according to templates provided by Coop^{AFRICA}.

Small Grants

The “Coop^{AFRICA} Small Grants” allows the programme to respond quickly to specific and immediate needs through Challenge Funds for Service, Training and Innovation. The contribution by Coop^{AFRICA} to projects submitted in the framework of the “Coop^{AFRICA} Small Grants” is up to a **maximum of USD 20,000 per project which cannot be extended or complemented by other Coop^{AFRICA} grants.**

Proposals can be submitted **at any time of the year** and decisions are directly communicated to applicants within about four weeks after reception by Coop^{AFRICA} of the proposal and all required documents.

Figure 1. Small grants vs. Call for proposals



⁵ Under special circumstances, proposals up to USD 150,000 will be considered.

⁶ All templates are available for download at www.ilo.org/coopafrika.

Call for proposals

For larger grants, (for Services and Innovation only), a maximum of two calls for proposals are conducted per year. . Two calls have been organised so far: the first in June 2008 and the second in November 2008. The deadline for applications for the third round is 17th May 2009. The Coop^{AFRICA} invites also interested parties to submit project proposals ranging **from USD 20.000 to USD 50.000** in the framework of its tendering procedure.

11. What is the selection procedure?

For small grants

- All Concept notes and proposals are collected by *Focal Points*;
- A review is made by Coop^{AFRICA} in consultation with key partners (Focal Points, experts, selection committee members);
- Decisions are taken in about four weeks after reception by Coop^{AFRICA} of the proposal and all required documents.

For call for proposals

- All Concept notes and proposals are collected by *Focal Points*;
- Applications are then reviewed at national level by a *National Advisory Group*;
- Applications are transmitted to Coop^{AFRICA} for a first selection based on set criteria and NAG's recommendations;
- Selected applications are assessed by a panel of *international experts*;
- A second review is made by Coop^{AFRICA} according to experts' assessment;
- Assessments from both experts and NAGs along with respective proposals are sent for final decision to a *Selection Committee*⁷.

Coop^{AFRICA} at national level

At national level, the selection process is managed by a Country Focal Point facilitating a National Advisory Group (NAG).

Focal Points play a key role in the sense that they liaise between the programme and national stakeholders.

NAGs are made of representatives from the cooperative movement (unions, federations, colleges, etc.) and other stakeholders (ministries, trade unions, etc.). They recommend proposals which are consistent with national policies and DWCP. Through this national platform, NAG members discuss the main national challenges of the cooperative movements and disseminate the information among stakeholders

Concept notes and proposals submitted to the Training Challenge Fund are only and directly assessed by Coop^{AFRICA} in consultation with its partners for a quick response.

⁷ The Selection Committee is made of representatives of the UK Co-operative College, the International Co-operative Alliance, the International Labour Office, the International Trade Union Confederation, and the Committee for the Promotion and Advancement of Cooperatives

12. Disbursement

Funding will be disbursed either to the requesting organisation or to the service provider (i.e. centre of competence). Coop^{AFRICA} may then subcontract a service provider, either identified through the applicant in their application or by Coop^{AFRICA} from a list of Centres of Competence, to support the requesting organisation. Coop^{AFRICA} will evaluate each project. Applicants will be responsible for the monitoring with the support of the Focal Point and NAG members. After completion of the project, Coop^{AFRICA} may request the cooperation of the beneficiary in providing necessary information or data for the preparation of case studies which directly relate to the project funded (see section 13).

Payment arrangement will be set out in the Grant Agreement. In general terms, they should be as follows:

For projects up to USD 20,000 the award will be paid in three instalments:
(a) The first instalment (40% of the amount) will be made within 15 working days of signature of the grant agreement by both parties and upon receipt of an *agreed Work Plan*;

(b) The second instalment (30% of the amount) will be made upon receipt of an *interim progress report*; and if required, a revised Work Plan;

(c) The third instalment (30% of the amount) will be made upon completion of the project activities and submission of a *final progress report*, which will include a financial statement, and an evaluation report.

For projects above USD 20,000 the award will be paid in three instalments

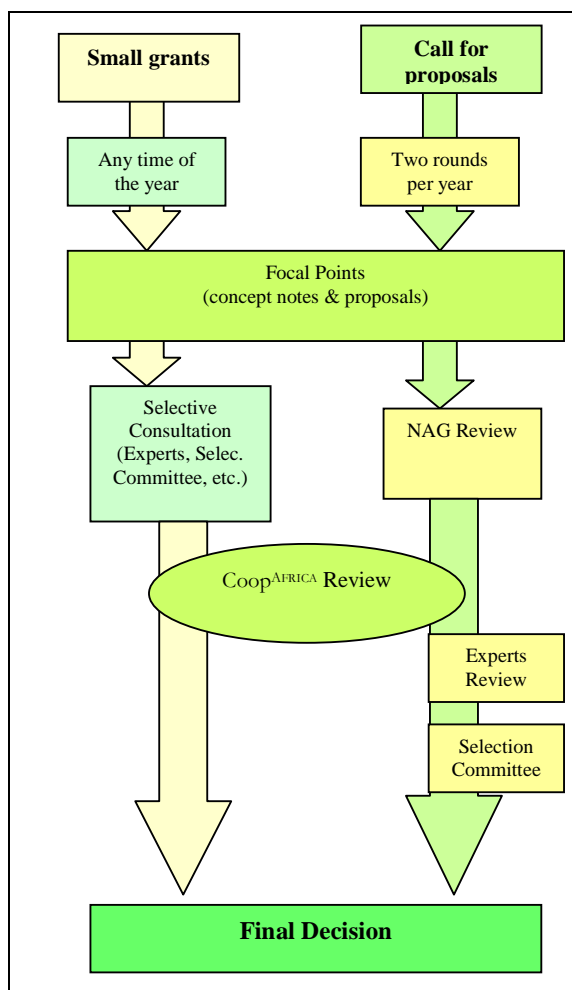
(a) The first instalment (30% of the amount) will be made within 15 working days of signature of this agreement by both parties and upon receipt of an *agreed Work Plan*;

(b) The second instalment (40% of the amount) will be made upon receipt of an *interim progress report*; and if required, a revised Work Plan;

(c) The third instalment (30% of the amount) will be made upon completion of activities and submission of a *final progress report*, which will include a financial statement, and an evaluation report.

In principle, payments will be made to the bank account of the applicant as specified in the registration form annexed. **Please note that this registration form must be duly completed before any contractual arrangements are made by Coop^{AFRICA}.**

Figure 2 Selection Procedure



13. Monitoring, Evaluation and Reporting requirements

13.1 Monitoring

Monitoring is an ongoing process that tracks project progress with the primary objective of enabling management to take corrective action. Monitoring implementation addresses the question of whether the project is on track. It has a narrower focus than evaluation in that it is primarily concerned with outputs, activities and resources and compares progress against the work plan. Indicators mentioned in the project proposal and the Coop^{AFRICA} matrix prepared by all applicants will be used as a starting point to monitor and measure the success of the project.

A monitoring plan should be provided by the applicant with the full-fledged proposal. The monitoring plan should prescribe a reporting period and the system of reporting that is consistent with the project structure, capture the periodicity of events and provide all information that is useful to the Coop^{AFRICA} team and other stakeholders. All proposals must include a specific budget line for monitoring and evaluation activities (see the budget format and next paragraph).

13.2 Evaluation

Project evaluation is the systematic and objective assessment of an ongoing or completed project. It assesses the relevance and strategic fit of a project, the validity of its design, project progress and effectiveness, efficiency of resource use, effectiveness of management arrangements, and impact orientation and sustainability of a project. The purpose of evaluation is to provide accountability to donors and to contribute to organizational learning. Evaluations help project stakeholders, including donors and national partners, to take informed decisions, Lessons learned also feed into the decision-making process of other projects.

All proposals submitted to the Challenge Fund will be assessed during the course of the project. An evaluation must be foreseen in the project document and budget. Every project needs to clearly describe the evaluation methodology used (desk review, data collection and analysis, interviews, focus groups, etc.). To this end, applicants will allocate at least 5 per cent of the total project budget (no less than USD 2,500) for monitoring and evaluation purposes. This allocation will be used for an independent evaluation. The independent evaluator will be selected at the end of the project by Coop^{AFRICA} and contracted by the beneficiary.

Timely delivery of the evaluation report will be a necessary condition for provision of the last financial instalment.

The evaluation report must be submitted at least one month prior the termination of the project activities.

After completion of the project activities, Coop^{AFRICA} may request the cooperation of the beneficiary in providing necessary information or data for the preparation of case studies which directly relate to the activity funded.

13.3 Reporting

Reporting is necessary to document the development impact of the project and to track project progress so that, if necessary, timely remedial action can be taken. Project results are measured and compared with the intended plans in the proposal, or subsequent revisions, in order to determine progress and the success of the project.

The purpose of reporting is to: i) record the knowledge and experience of the project; ii) keep project stakeholders informed on progress, achievements, and remedial measures, etc.; and iii) comply with donor reporting requirements.

An initial work plan must be provided with the project proposal. In addition, for project lasting more than six months, a revised (if necessary) detailed Work Plan must be provided at latest one month following half of the execution period. An interim progress report and a final progress report (including financial statements) must be prepared and submitted to the Coop^{AFRICA}. A template will be provided to each applicant. Those reports are different from the evaluation report mentioned above. The interim progress report must be submitted at the latest within 2 months following half of the execution period, even if no further payment is requested. The final progress report (including financial statements) must be submitted at the latest within one month upon completion of project activities.

The timely delivery of such reports will be a necessary condition for release of instalments.

14. Which documents need to be provided?

For projects above USD 20,000, the following documents need to be provided in English:

- **A cover letter** requesting the support, duly signed and dated by the legal representative of the applicant (with full contact details of the applicant);
- **A brief summary** of the project (1 page maximum);
- **A project document** (concept note of full-fledged proposal) under the format in annex;
- **A completed Coop^{AFRICA} matrix**, showing the results expected by the project (see annex);
- **A work plan and timetable**;
- **A budget estimate** under the format in annex and detailed information concerning the utilization of Coop^{AFRICA} funding as well as the cash or in-kind contributions provided by other sources, specifying the amount of each contribution;
- A copy of the **official registration certificate** or any other document attesting to the establishment of the organization (not required for public or parastatal institutions);
- A **memorandum of understanding or contract signed** by the different participating institutions (applicant and Centre of Competence) indicating their contribution to the project (time commitment, financial and/or in-kind contributions, etc.). The memorandum of understanding or contract can be provided by email (scanned copy) or hard copy to the Coop^{AFRICA} focal point to the Coop^{AFRICA} secretariat: coopafrica@ilo.org or by fax: +255-22-212 2517;

- Detailed **Curriculum Vitae** (educational and professional qualifications) of the main members of the project (within the applicant institution and the Centre of Competence), as well as the **job description** of the person responsible for the project in the applicant institution;
- The **last annual report** from the applicant's institution as well as from the Centre of Competence (not necessary for public or parastatal institutions);
- The **profit and loss accounts and balance sheets** for the last financial year from the applicant's institution (not necessary for public or parastatal institutions);
- The single **supplier registration/updating form**;
- The **certification of labour compliance**.

For small grants (i.e. projects up to USD 20.000, only the following list of documents needs to be provided in English:

- **A cover letter** requesting the support, duly signed and dated by the legal representative of the applicant (with full contact details of the applicant);
- **A brief summary** of the project (1 page maximum);
- **A project document** (concept note of full-fledged proposal) under the format in annex;
- **A completed Coop^{AFRICA} matrix**, showing the results expected by the project (see annex);
- **A work plan and timetable**;
- **A budget estimate** under the format in annex and detailed information concerning the utilization of Coop^{AFRICA} funding as well as the cash or in-kind contributions provided by other sources, specifying the amount of each contribution;
- The single **supplier registration/updating form**;
- The **certification of labour compliance**.

Please note that for all project proposals applicants may be asked to submit a business plan at a later stage but can submit it straight with the application form.

15. What is required in terms of acknowledgement for project outputs?

The beneficiary is required to acknowledge that the activity is implemented with the support of Coop^{AFRICA} in items produced and published (e.g. reports, brochures, press releases, videos, software, conferences, seminars, etc.) using the Coop^{AFRICA} logo and mentioning as follows:

“This ... is produced/made with the support of the International Labour Organization through its Programme the Cooperative Facility for Africa - Coop^{AFRICA} -“

Nevertheless, the applicant cannot in any case, unless by specific written prior agreement, use the logo of the ILO, nor from any other organizations of the Coop^{AFRICA} programme. The beneficiary is requested to send all products to Coop^{AFRICA} (in electronic and hard copies) and is invited to post the results of the project on their web site and disseminate the results to a wider audience. In all cases, the beneficiary shall clearly state on their website that the project has been supported by the ILO. The ILO may post the results of the project on a web-based platform hosted by the ILO. In order to print fact sheets of each successful project, the beneficiary shall prepare a 2-page summary including high resolution photos.

16. List of focal points

Country	Name & title	Institution	Contact details
Botswana		Department for Co-operative Development Ministry of Agriculture	Station Road P.O. Box 86, Gaborone Tel: (267) 3 950 730 / 267 3 971 000 Fax: (267) 3 951 657 Email: Mpmmpi@gov.bw
Ethiopia	Abey Meherka Cooperative Registrar	Federal Cooperative Agency	P.O. Box 62022 Addis Ababa Tel: (off) (251) (0) 115516328 Tel: (cel) (251) (0) 911253333 Fax: (251) (0) 115 156810 Email: meherka1@yahoo.com
Kenya	Francis A. Munane Executive Director	Kenya National Federation of Co-operatives	Kenya National Federation of Co-operatives P.O. Box 49768, 00100 Nairobi Tel: (254) 20 55 71 34 Email: info@knfc.co.ke
Lesotho	Maphamoli Lekoetje	Department of Cooperatives Ministry of Agriculture and Cooperatives	P.O. Box 89 Maseru 100 Tel: (266) 22 32 49 29 Fax : (266) 22 32 07 38 Email: maphamolilekoetje@yahoo.com
Rwanda	Vincent Rutaremara	Director of Cooperatives Promotion Unit Ministry of Trade and Industry	Task Force on cooperatives P.O. Box 73 Kigali Tel: (250) 08 35 35 97 Email: rutarevincent@yahoo.com
Swaziland	Grace Dlulu	Swaziland Association of Savings and Credit Cooperatives	73 Commercial Centre Swazi Plaza P.O. Box A 175, Mbabane Tel: (268)-40 402 78 Email: sascco@sascco.org.sz
Tanzania (Mainland)	Agnes Namuhisa Education & Publicity Manager	Tanzania Federation of Cooperatives	P.O. BOX 2567 Cooperative Building; 9 th Floor – Lumumba street, Dar es Salaam Tel: (255) 754 684812 Fax: (255) (0) 22 218 4081 Email: anamuhisa2001@yahoo.com
Tanzania (Zanzibar)	Suleman Ame Mbarouk	Cooperative Union of Zanzibar	Cooperative Union of Zanzibar P.O. Box 1177, Zanzibar Tel: (255) (0) 713 317934 Fax: (255) (0) 24-2234224 Email: cuzazanzibar@yahoo.co.uk
Uganda	Steven Musinguzi Project Manager	Uganda Cooperative Alliance	Co-operative Centre Building 47/49 Nkrumah Road P.O. Box 2215 Kampala Tel: (256) (0) 41 258 898 Fax : (256) (0) 41 258 556 Email: smusinguzi@uca.co.ug
Zambia	Hamwela Sikawala	Zambia Cooperative Federation	Cha Cha Cha Road P.O. Box 33579, Lusaka Tel: (260-1) 22 05 20; 22 05 21 Fax : (260) -1 22 05 21 Email : shamwela@yahoo.com

For further information do not hesitate to contact:

Coop^{AFRICA}

ILO Dar es Salaam Office for Kenya, Somalia, Tanzania and Uganda

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Facsimile: +255-22-212 2597

Email: coopafrica@ilo.org

Url: <http://www.ilo.org/coopafrica>

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Annexes

(Please see separate files for the following appendices)

Format for Concept note

Format for Full-fledged proposal

Budget Format

Registration form

ILO Recommendation 193 on cooperative promotion

Application form for Centres of Competence

Certification of labour compliance

Template for Progress Report

Template for Work Plan